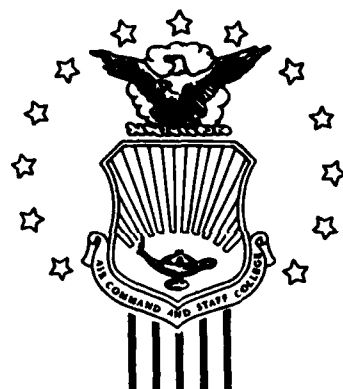


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AIR COMMAND AND STAFF COLLEGE

STUDENT REPORT
WARTIME MANPOWER PLANNING
DUTIES AND RESPONSIBILITIES
HANDBOOK

MAJOR DEWEY L. LITTLETON 88-1595

"insights into tomorrow"

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--- **PREFACE** ---

The Air Force's Manpower Management program is an essential function that is responsible for the management of the manpower resources and determination of requirements, both peacetime and wartime. The peacetime management is broadly accepted and understood by most of the senior leaders of the Air Force. The wartime planning activities of the Manpower Management function are not as broadly understood. In fact, the responsibilities of the Manpower Management function relative to wartime manpower planning are not universally understood by the personnel responsible for the accomplishment of the function. This handbook has been prepared in an effort to further the understanding of the wartime manpower planning responsibilities of the Manpower Management function.

Special thanks to Major Keith Rotha, AU CADRE; Major John Vrba, HQ USAF/PRMX; Captain Jack Cuddy, AU CADRE; and Captain Jackie Erickson, HQ USAF/XPMX, for their assistance in providing information and critical analysis of the handbook as it was being developed. Also, thanks to the students of the Contingency Wartime Planning Course for their assistance and constructive criticisms.

ABOUT THE AUTHOR

Major Dewey L. Littleton enlisted in the Air Force in 1966 and served as a management analysis specialist, a transportation specialist, and a management engineering specialist until entering Officer Training School in March 1975. He was commissioned in May 1975 and completed Missile Combat Crew Training in September 1975. Assigned to the 321st Strategic Missile Wing, Grand Forks AFB, North Dakota, Major Littleton served as a Deputy Missile Combat Crew Commander and as a Missile Combat Crew Commander. He was assigned to Headquarters, Strategic Air Command in November 1977, where he served as a manpower standards development project officer and as a manpower war plans officer in the Directorate of Manpower and Organization, Deputy Chief of Staff, Plans. Next he was assigned to the Air Force Wartime Manpower and Personnel Readiness Team, Fort Ritchie, Maryland, as the Chief of the Contingency Management Branch. In this position he was responsible for the maintenance of the Air Force's unit type code manpower master data base and the analysis of operation plans' manpower requirements. In June 1983, Major Littleton was assigned to Headquarters, United States Air Forces in Europe, where he served as the Chief, Manpower Contingency Plans Branch, Deputy Chief, Manpower War Plans Division, and Chief, Manpower War Plans Division, Directorate of Manpower and Organization, Deputy Chief of Staff, Plans and Programs. In these positions he was responsible for the war and exercise manpower planning for the USAF in the European theater of operations.

Major Littleton's awards and decorations include the Air Force Commendation Medal with two oak leaf clusters and the Meritorious Service Medal with two oak leaf clusters. He received a Bachelor of Science in business administration from William Carey College in 1973. He is a graduate of the Squadron Officer School and Air Command and Staff College correspondence programs.

Major Littleton is married and has two children.

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POSITION PAPER
ON
NEED FOR A WARTIME MANPOWER PLANNING HANDBOOK

The Air Force Manpower Management function is responsible for the determination and allocation of manpower requirements (authorizations) necessary for each and every unit in the Air Force to accomplish its mission, both peacetime and wartime. The Air Force process of determining peacetime manpower requirements has enjoyed phenomenal success. It has, in fact, been cited by Congress as being better than any of the other services. (1:--) However, the Air Force's process of determining and planning for wartime manpower requirements has not enjoyed the same success.

Major General Robert L. Rutherford, former Director of Manpower and Organization, Headquarters, United States Air Force, stated during his keynote address to the 1986 United States Air Forces in Europe Management Engineering Team Commanders' Conference, Ramstein Air Base, Germany, "the single most important function the Manpower Management community can perform for the Air Force is wartime manpower planning." He went on to say we do not do it very well and must improve if we are to continue to successfully defend, before Congress, the manpower posture necessary for the Air Force to effectively carry out its wartime missions. (5:--) This author's personal experience as a wartime manpower planner in the Strategic Air Command; as a member of the Air Force Wartime Manpower and Personnel Readiness Team; and in the United States Air Forces in Europe as chief of the command's Manpower War Plans Division, has provided first hand knowledge and experience that substantiates the general's statements.

There are several reasons why the process of determining and planning for wartime manpower requirements has not enjoyed the same success as the peacetime process. The peacetime process is detailed in the 25 and 26 series Air Force manpower directives; the process is taught by the Air Training Command's Manpower Management technical school at Keesler Air Force Base, Mississippi; and over 90% of the Air Force's Manpower Management personnel are actively involved in the peacetime process on a day-to-day basis. On the other hand, the wartime planning responsibilities are not detailed in Air Force manpower directives. Instead they are fragmented in several series of Air Force, Joint Chiefs of Staff, and Department of Defense directives and documents. In addition, the wartime manpower requirements determination

and planning process is only superficially mentioned in the Manpower Management technical school.(2:--)

There are several separate, but related, processes the Manpower Management function is responsible for in wartime planning: (1) deliberate and crisis action planning for operations; (2) support force sizing; (3) unit type code development and maintenance; and (4) exercise manpower determination; et al. In most cases the direction for the process is fragmented between various directives and in some cases there is no specific direction or guidance. The Director of Manpower and Organization for the United States Air Forces in Europe expressed the sentiment of all who are involved in the wartime manpower planning business when he stated he needed a single document which spelled out specifically what he was responsible for. (6:--)

The Air University Center for Aerospace Doctrine, Research, and Education's Contingency War Planning Course, conducted at Maxwell Air Force Base, Alabama, provides a much needed general course on the Air Force planning process. However, because of limitations on funding, the course is unable to provide specific functional (i.e., Manpower Management, et al) planning training. (4:--) The Manpower Management personnel who have attended this course have consistently stated in their course critiques a need for a consolidated guide/handbook to help them understand their duties and responsibilities. While most everything necessary from a guidance standpoint is provided in Air Force, Joint Chiefs of Staff, or Department of Defense documents, they state they are not sure of their specific responsibilities because of the fragmentation of the guidance. A handbook that consolidates the various responsibilities is the one thing that is deemed necessary by all. (3:--)

A handbook that details the responsibilities of the Manpower Management function relative to war planning will alleviate the void in the Manpower Management function by providing a single document that outlines the responsibilities. The handbook should contain information on unit type code package management, deliberate and crisis action planning, support force sizing, the wartime manpower planning exercise, and local and deployment exercise responsibilities of the Manpower Management function. The benefits from this handbook will be realized by the increased accuracy of the wartime manpower requirements which will ensure successful defense of the Air Force's required manpower posture before Congress.

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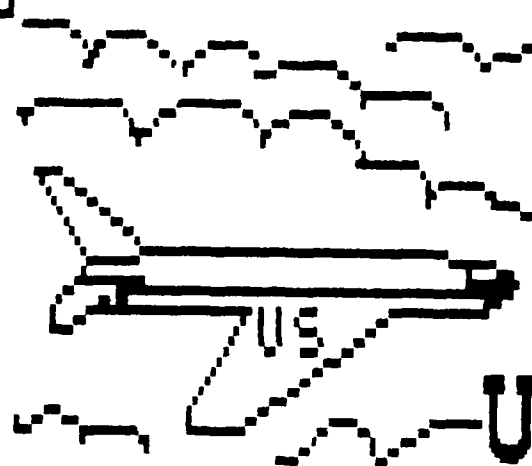
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ATTACHMENT

WARTIME MANPOWER PLANNING
DUTIES AND RESPONSIBILITIES
HANDBOOK



**USAF
WARTIME
MANPOWER
PLANNING**

**DUTIES
&
RESPONSIBILITIES**



DEWEY L. LITTLETON, MAJOR
UNITED STATES AIR FORCE

INTRODUCTION

This handbook will help wartime manpower planners at major command and base level in understanding their major duties and responsibilities. The information is from various Department of Defense, Joint Chiefs of Staff, and Air Force directives and documents, and Air Force personnel with extensive experience in wartime manpower planning. Subsequent chapters provide the wartime manpower planner with guidance on unit type code package management, deliberate planning, crisis action planning, support force sizing (FORSIZE), base-level assessment, the wartime manpower requirements (MANREQ) exercise, and deployment exercise manpower planning. Also included is information on the automated systems that support the planning. Appendices include a task/regulation matrix, a glossary of terms and abbreviations, and other information to make the wartime manpower planner's job easier.

The intent of this handbook is to aid the wartime manpower planner in understanding his responsibilities in the hope that better understanding will result in better manpower war planning. It should also prove beneficial for the education of senior officers in the wartime manpower process. The information contained herein was current as of the writing. If there is any conflict of information in this handbook with the prescribing directives, the directives take precedence.

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Chapter One

UNIT TYPE CODE PACKAGE MANAGEMENT

Section 1

INTRODUCTION

"Unit type code packages are the basic building blocks for determining [wartime and] deployment manpower requirements." (4:12) Therefore, it is appropriate to include Unit Type Code Package Management as the starting point. However, before discussing the management of unit type code packages, everyone should have an understanding of exactly what a unit type code package is. The following is the definition.

UNIT TYPE CODE PACKAGE. The unit type code package represents a statement of force capability with associated manpower and logistics support requirements [equipment, supplies, vehicles]..... The unit type code package transcends organizational structure and ties together all information for a type unit. (3:383)

Each unit type code package is assigned a unique five digit alphanumeric code and is commonly referred to as a UTC. Each functional area has a separate UTC series. The functional areas and UTC series are included in Appendix 3.

Manpower war planners at major command and base level are responsible for developing and maintaining the accuracy of the manpower requirements in unit type code packages. Subsequent sections will explain how this is done.

Section 2

MANPOWER AND EQUIPMENT FORCE PACKAGING (MEFPAK) SYSTEM.

"The MEFPAK system was established to provide standard descriptions of the units and elements to be used to support war planning at all levels of

command.....A standard unit or element used for planning is uniquely identified in the MEFPK data base by a unit type code package.(3:383)

There are two subsystems within the MEFPK system. They are the Logistics Force Packaging (LOGFOR) subsystem and the Manpower Force Packaging (MANFOR) subsystem.(3:383)

a. LOGFOR is the subsystem of MEFPK that contains the logistics support detail of the UTCs. This subsystem is operated and maintained by the Logistics Plans functions and will not be addressed further in this handbook.(3:385)

b. MANFOR is the subsystem of MEFPK that contains the manpower requirements of the UTCs. This subsystem is the responsibility of the Manpower Plans function at both major command and base level.(3:384) This subsystem will be addressed and explained in detail. The MANFOR subsystem is an automated system that is a part of the Contingency Operation/Mobility Planning and Execution System (COMPES).

The objectives of MANFOR are

a. Provide the standard Air Force means for timely identification of manpower requirements for mobility and operations planning, requirements planning, program planning documents, and readiness measurement.

b. Provide the means to communicate wartime manpower requirements to all levels of command.

c. Facilitate an automated interface between the USAF and JCS operations planning and reporting processes. (2:5)

"MANFOR objectives are achieved through the development of a data base consisting of standardized, predefined manpower force requirements packages." (2:5) These manpower force requirements packages contain the manpower detail (i.e., AFSCs, grades, and quantities) necessary to support the mission capability (MISCAP) statements of the UTCs utilized in war planning.(2:5) This manpower detail must be accurate to insure success in the event of execution of a war plan. The Manpower Management function is responsible for this accuracy.

Section 3

REQUESTING NEW UTCs

New UTCs will be requested when the need is identified, normally because of a change of equipment, weapon system.

mission, or operational concept. Requests for new UTC packages must be submitted by MAJCOM functional OPRs in coordination with the MAJCOM Manpower Management function to the HQ USAF OPR for the function the new type unit is to perform. The HQ USAF functional area OPRs are the approving authority for new UTCs. (2:6) HQ USAF functional area OPRs are shown below.

FUNCTIONAL AREA	OPR
Administration & Courier	HQ USAF/DAX
Aerial Port	HQ USAF/LET
Audiovisual	HQ USAF/XOORV
Engineering & Services	HQ AFESC/DEO
Combat Support	HQ USAF/LEX & HQ USAF/PRMX
Communications	HQ USAF/XOKT
Combat Forces	HQ USAF/XOXFC
Comptroller	HQ USAF/ACX
Counterintelligence	AFOSI/XPM
Fuels	HQ USAF/LEYSF
Headquarters	HQ USAF/PRMX
History	HQ USAF/CHOF
Intelligence	HQ USAF/INY
Maintenance	HQ USAF/LEYW
Manpower	HQ USAF/PRMX
Medical	HQ USAF/SGH
Munitions	HQ USAF/LEYW
Personnel	AFMPC/DPCY
Public Affairs	SAF/PAX
Rescue	HQ USAF/XOOTA
Security	HQ AFOSP/SPPX
Supply	HQ USAF/LEYSF
Tactical Air Control	HQ USAF/XOORC
Technical Reconnaissance	HQ USAF/INY
Transportation	HQ USAF/LET
Weather	HQ USAF/XOORF
General Purpose, Flying	HQ USAF/XOXFC
Harvest Eagle/Bare	AFCOS/LERX

(2:Table 2-1)

When the HQ USAF functional OPR approves a request for a new UTC they assign a MEFPK responsible command. A MEFPK responsible command is the MAJCOM responsible for developing the detailed data for the package and coordinating the data with all potential using commands. The MEFPK responsible command is also responsible for maintaining the data for the life of the UTC and is also the only command permitted to make changes to the UTC. Other commands can only recommend changes. (HQ USAF staff agencies may also serve as MEFPK responsible commands). (3:383-386) When a new UTC is approved and a MEFPK responsible command is designated by the HQ USAF OPR, that command must develop and submit the detailed data (LOGFOR and MANFOR) within 60 days after approval. (2:Fig 2-2)

Section 4

MANPOWER REQUIREMENTS FOR UTCs.

The manpower requirements in UTCs are dependent on the mission of the UTCs. This mission is stated in the MISCAP.(2:5) In addition to the mission the package is capable of performing, the MISCAP includes a "....definitive statement of the type and amount of workload the package is capable of accomplishing and the type of base where the package is required to perform (e.g., bare base, collocated operating base, main base, etc.)." (2:5) The following is an example of a MISCAP for a base subsistence support team UTC.

PROVIDES TROOP ISSUE MANPOWER SUPPORT FOR BASES OPERATING WITH AND WITHOUT BASE TROOP ISSUE FUNCTIONS. THIS UTC PACKAGE IS DESIGNED TO PROVIDE SUPPORT TO AN INITIAL POPULATION OF 400 REQUIRING TROOP ISSUE SUPPORT. THIS UTC WILL ONLY APPLY AT LOCATIONS WHERE THE TOTAL BASE POPULATION WILL BE 600 OR MORE. FOR POPULATIONS FROM 600-1100 IT WILL BE AUGMENTED WITH UTC XFFS3 OR XFFS5. POPULATIONS OVER 1100 WILL BE AUGMENTED WITH UTC XFFS2 PRIOR TO APPLYING UTC XFFS5. THIS UTC CAN OPERATE FROM FIXED FACILITIES OR FIELD CONDITIONS USING FIELD EQUIPMENT. APPLIED ONLY ONE TIME AT A GIVEN BASE. APPLIES TO ALL TYPES OF BASES. (2:Fig 2-1)

The UTC MISCAP states the UTC package can support an initial population of 400 requiring troop issue support. It also says it can be used at any type base. It is the responsibility of the Manpower Management function to determine the correct manpower composition to accomplish the workload of issuing rations to support 400 people under wartime conditions.

The first step in determining the composition of the manpower requirements is to determine if an Air Force Wartime Manpower Standard (WAFMS) exists for the function (Troop Issue). If a WAFMS does exist, then it is simply a matter of applying the workload factor (population supported) to the standard manpower equation and extracting the required AFSCs and quantities from the manpower table in the WAFMS (Headquarters, Air Force Management Engineering Agency publishes a listing of current WAFMSs on a regular basis). If a WAFMS does not exist it will be necessary to determine the manpower requirements in another manner. Several methods for determining manpower requirements are discussed in AFRs 26-1 and 25-5. Among these methods are historical experience and best judgment of functional area experts.

After determination of the UTC's manpower requirements it is then necessary to document those requirements by including them in the MANFOR data base. This is accomplished using the COMPES system. AFM 28-130, Functional User Support Manual for the Contingency Operation/Mobility Planning, and Execution System (COMPES) Base Level Manpower/Personnel (MANPER-B) Module and AFM 28-626, Functional User Support Manual for the Contingency Operation/Mobility Planning and Execution System (COMPES) MAJCOM Level Manpower/Personnel (MANPER-M) Module, contain specific procedures for updating the manpower detail in the MANFOR data base.

Section 5

MAINTENANCE OF UTCs

The MEFFPAK responsible command is tasked to ensure the accuracy and currency of the title, mission capability statement and manpower detail for its manpower force elements [UTCs]. All UTCs will be reviewed at least annually for accuracy. (2:7)

This review is accomplished to ascertain several things. Is the UTC still required or should it be deleted from the MEFFPAK data base? Are all of the AFSCs and quantities in the MANFOR data correct and current? Should changes be made to the mission capability statement? Are the functional account codes correct? The answers to these questions will determine if the UTC should be updated and/or changed. (2:7)

As previously stated, the MEFFPAK responsible command is the only command that can make changes to the UTC. If non-MEFFPAK responsible commands have recommended changes then they must submit the proposed changes to the MEFFPAK responsible command for review and coordination with the HQ USAF functional OPR and other using commands prior to changing/updating the UTC. Changes/updates to UTCs are submitted to the Air Force Wartime Manpower and Personnel Readiness Team (AFWMPRT). AFWMPRT is responsible for updating the Air Force master MANFOR data base and distributing updated UTCs to all commands and using agencies. (2:7) Specific procedures for submitting the updates to AFWMPRT are included in AFM 28-626.

Section 6

SUMMARY

Unit type code packages are the basic building blocks for wartime and deployment manpower requirements. These packages consist of the logistics and manpower requirements necessary to accomplish the mission of the package as specified in the package's mission capability statement (MISCAP).

The Manpower and Equipment Force Packaging (MEFPAK) system was established to provide a standardized method of describing and communicating unit type code package logistics and manpower detail to all levels of command. The system is composed of two subsystems, LOGFOR and MANFOR. LOGFOR contains the logistics data and MANFOR contains the manpower data and the MISCAPs for the unit type code packages. A unique five digit code is assigned to each unit type code package. This code is called a unit type code or UTC. HQ USAF functional area OPRs are the approving authority for new UTCs and assign a MEFPAK responsible command for each UTC. The MEFPAK responsible command is responsible for developing LOGFOR and MANFOR data and maintaining the accuracy of the data over the life of the UTC.

Wartime manpower planners are responsible for the MANFOR data for the UTCs their MAJCOM is designated as the MEFPAK responsible command. Both MAJCOM and base level wartime manpower planners share in this responsibility. The accuracy of the data included in UTCs is the key to the accuracy and executability of all war plans, therefore, it is absolutely essential this data be managed aggressively.

Chapter Two

MANPOWER IN DELIBERATE AND CRISIS ACTION PLANNING

Section 1

INTRODUCTION

This chapter discusses the responsibilities and procedures to be used by the Manpower Management functions relative to deliberate operations planning and crisis action planning. Deliberate planning is defined as "operation planning as a result of the Joint Strategic Capabilities Plan (JSCP) or other tasking documents." (3:455) It includes the planning for employment of combat forces to attain a specific objective or objectives and must "include all forces required to support the combat forces" (2:9) in the attainment of the objectives of the plan. Manpower Management's responsibility is to ensure sufficient support forces (manpower) are included in the time phased force and deployment data (TFPDD) for the OPlans that are developed. (2:9)

Crisis action planning is defined as that planning which is done when an objective must be attained in a time-sensitive manner for which no OPlan currently exists (author's definition). Manpower Management's responsibility is basically the same as for the deliberate planning process, the major difference being the amount of time available to accomplish it.

The responsibilities of the Manpower Management functions relative to deliberate operations planning and crisis action planning seem, on the surface, to be simple and straight forward, however, there are many processes that play in these responsibilities. The succeeding sections in this chapter will discuss each of these.

Section 2

DELIBERATE PLANNING

The Manpower Management function's responsibilities toward deliberate operations planning are, as stated above, to ensure the manpower requirements as stated in the OPlan's TPFDD are accurate and sufficient to accomplish the tasks required to attain the objectives of the OPlan.

Deliberate operations planning begins with the assignment by the Joint Chiefs of Staff of an objective or objectives to the commander in chief of a unified command. The commander in chief of the unified command then, in turn, assigns specific objectives to the component commands within his unified command. (3:23-24) For example, the Joint Chiefs of Staff assign the Commander in Chief of the European Command (CINCEUR) the objective to defend the European theater from an attack by a hostile armed force (WARSAW Pact). CINCEUR then assigns to his component commands (United States Air Forces in Europe [USAFE] and United States Army, Europe [USAREUR]) the responsibility of developing the operations plan to defend the theater utilizing the forces available to them, both in place and those designated by the JSCP to augment them. The deliberate planning by the component commands begins once the unified command has assigned the task. (3:23-24)

While the planning by the component commands is similar, this handbook will only explore that which is done by the Air Force component. In the foregoing example, USAFE. For the Manpower planner, the process begins after the operations planners have decided when and where the aircraft (combat forces) available to USAFE will be bedded down (where they will be stationed). Once the aircraft beddown is determined, the manpower planner, in coordination with all other functional planners on the USAFE staff, have the responsibility for determination of the support forces necessary to support the aircraft operations.

The determination of the support forces necessary to support the combat forces should be done in a systematic process using UTCs as the building blocks. The forces that are directly tied to the combat forces (aircraft maintenance, command and control, operations, security police, etc.) are determined first. Next those forces that are necessary because of the specific location (security police for air base ground defense, civil engineers for construction and rapid runway repair) are determined. The last forces that are determined are the support forces that are necessary to provide services to the combat and direct combat support forces. The procedure to use in determining the total

manpower requirements necessary for the execution of the OPlan is to select UTCs from the Air Force War and Mobilization Plan, Volume 3 (WMP-3), that contain the manpower required to accomplish the various missions called for. The following checklist (developed by the author based on his experience) will help you through the determination of the total manpower requirements for an aircraft beddown location.

Manpower Deliberate Planning Checklist

STEP 1 - Determine aircraft beddown.

STEP 2 - Utilizing WMP-3 select

- a. 3-series UTCs that provide aircraft.
- b. H-series UTCs that provide aircraft maintenance and munitions support to the aircraft UTC.
- c. 9-series UTCs that provide command and control support for the aircraft UTC.
- d. Q-series UTCs that provide security for the aircraft UTC.
- e. 4-series UTCs that provide Civil Engineering support for the aircraft UTC.
- f. 6-series UTCs that provide communications and air traffic control for the aircraft UTC and for support communications.

STEP 3 - Determine location unique manpower requirements.

- a. Are there operations at the base that are independent of the aircraft operation? For example, MAJCOM or intermediate headquarters, NATO headquarters or units, other service operations, etc.
- b. Select appropriate UTCs from WMP-3 to provide manpower for these unique operations.
- c. Determine Air Base Ground Defense manpower requirements. Select appropriate Q-series UTCs from WMP-3.
- d. Determine Rapid Runway Repair manpower requirements in coordination with the Civil Engineer planner. Select appropriate 4-series UTCs from WMP-3.

STEP 4 - Determine support manpower requirements.

a. Add total manpower requirements determined in Steps 2 and 3 above.

b. Select appropriate UTCs from WMP-3 to provide the manpower necessary to support the total determined in Step 4a for all support functions.

c. Ensure all support manpower requirements are identified. Utilize the checklist in AFR 28-3, Chapter 28, paragraph 28-7.

STEP 5 - Determine availability of manpower requirements.

a. In-place

b. Host nation provided

c. Deploy in

d. Not available

STEP 6 - Accomplish appropriate data automation system documentation of requirements.

a. Joint Operational Planning System (JOPS)

b. Contingency Operation/Mobility Planning and Execution System (COMPES)

STEP 7 - Coordinate with MAJCOM operational planners and support functional planners.

The preceding checklist should be used only as a guide in determining and/or analyzing the time phased force and deployment data manpower requirements. Air Force Regulations 26-1, Volume 4, and 28-3 contain specific checklists designed to insure accurate manpower requirements are contained in each OPlan developed. Wartime manpower planners will be wise to become thoroughly familiar with these regulations.

The preceding actions relative to deliberate operations planning are the responsibility of the "supported" MAJCOM manpower planners. The following are the "supporting" MAJCOM manpower planners' responsibilities.

a. Determine the command's capability to support the tasking from a manpower availability point of view. If the "supported" MAJCOM has tasked the "supporting" MAJCOM to provide a certain number of UTCs, the "supporting" MAJCOM must analyze its capability to provide that number.

b. Designate specific units to provide the personnel to fill the manpower requirements tasked by the "supported" MAJCOM. If the "supporting" MAJCOM is unable to fill all of the manpower requirements it is tasked to provide, the "supported" MAJCOM must be notified.(2:12) The supported MAJCOM must perform an analysis to determine the operational impact that will result from unfilled manpower requirements. If it is determined to be of such a magnitude to seriously hinder the attainment of the plan's objectives, then alternatives must be developed.

c. Develop Deployment Manning Documents (DMDs) and communicate them to the bases and units that are tasked to fill the manpower requirements. (2:9)

Section 3

CRISIS ACTION PLANNING

Crisis action planning is necessary when a military objective must be attained and no OPlan has been developed to cover that objective. The procedures utilized by the Manpower Management function during crisis action planning are basically the same as for deliberate operations planning, however the time available to accomplish the planning is greatly compressed.

The checklist provided in Section 2, above, is applicable to both deliberate operations planning and crisis action planning. However, because crisis action planning would normally be for a short period and operations would be conducted from a small number of bases, the planning requires less data and analysis than does deliberate operations planning. Crisis action planning is normally accomplished by a crisis action team (CAT). MAJCOM manpower planners should be members of the CAT.

The MAJCOM manpower planners should have the following documents available for reference during crisis action planning

- a. U.S. Air Force War and Mobilization Plan, Volume I (WMP-1)
- b. U.S. Air Force War and Mobilization Plan, Volume III (WMP 3)
- c. AFR 26-1, Volume IV
- d. AFR 28-3

e. AFM 28-626

In addition to having these references available, the MAJCOM manpower planner should be proficient in the operation of the major command manpower and personnel module of COMPES (COMPES-M).

Section 4

SUMMARY

This chapter has discussed the responsibilities of the Manpower Management function relative to deliberate operations planning and crisis action planning. Both the "supported" and "supporting" MAJCOM responsibilities have been covered.

In addition to the steps outlined in this chapter, manpower planners would be wise to become familiar with the prescribing directives for deliberate planning in the Air Force (AFR 28-3, AFR 28-626, AFR 28-130, and the Air Force War and Mobilization Plan, Volumes I-V).

Chapter Three

SUPPORT FORCE SIZING (FORSIZE)

Section 1

INTRODUCTION

The Air Force is required by the Defense Guidance (DG) to plan for a maximum demand scenario, i.e., identify the requirements (manpower and logistics) necessary to fight the worst case scenario. The FORSIZE scenario is the scenario that has been determined to be the worst case for the Air Force. The planning is accomplished by each of the MAJCOMs to determine the ability of the Air Force to execute this scenario. (2:13)

The responsibilities of the Manpower Management function toward the accomplishment of the Support Force Sizing (FORSIZE) exercise are probably the most misunderstood of all the wartime manpower planning functions. Most wartime manpower planners have a tendency to make a relatively easy job hard by attempting to accomplish more than is required of the Manpower Management function, i.e., making decisions on the beddown of weapons systems, which is not their responsibility or for the supporting command manpower planners attempting to determine the manpower requirements for the supported command. The responsibilities of the Manpower Management function to the FORSIZE are the same as they are to deliberate and crisis action planning, the determination of manpower necessary to execute the scenario by the supported commands and the analysis of the ability to support the requirement through the Wartime Manpower Planning (MANREQ) exercise by the supporting commands. The primary difference between the FORSIZE and deliberate planning for an operation plan is that the support forces for the FORSIZE are unconstrained, i.e., they are not limited to those made available in WMP-3. (2:13)

The Manpower Management functions at both base and MAJCOM level play an important part in the success of FORSIZE. This chapter discusses those responsibilities from both a supported (normally overseas) and supporting (CONUS) command point of view and provides information that will assist in the FORSIZE process.

Section 2

FORSIZE IN THE SUPPORTED COMMANDS

The accomplishment of FORSIZE in the overseas commands is significantly different than for the CONUS commands, primarily in the quantity and type of work involved. The overseas commands are responsible for the development of a time phased force and deployment list (TPFDL) that includes the total overseas manpower requirement necessary to execute the DG worst-case scenario. This entails the determination of not only the manpower to support the weapons systems currently (peacetime) bedded down in the overseas theater, but also those designated to deploy to the theater, either to currently existing bases or to wartime only locations such as bare bases or collocated operating bases. (3:43-44)

The determination of manpower requirements to support the planned wartime mission of current main operating bases (MOBs) requires the application of wartime manpower standards (when they exist) for each function on the base using the projected wartime workloads and the documentation of those requirements in the TPFDL utilizing UTCs. Once this is done, a determination must be made regarding the source of the authorizations to satisfy the requirement. If there are adequate manpower resources authorized in-place then it is a simple matter of annotating the TPFDL and the Command Manpower Data System (CMDS), utilizing the manpower type (MNT) field, to show the requirements will be filled from in-place resources. If there are not adequate in-place resources then it is necessary to include the additional requirements in the TPFDL for augmentation deployment from a supporting command in the CONUS or another base in the overseas theater. (3:43-44)

The determination of the manpower requirements at bare bases and collocated operating bases requires not only the application of wartime manpower standards, but also the review of agreements with the host country to determine if there are any special considerations necessary for the individual bases and to determine if any of the manpower requirements are to be filled by host nation forces.

The process of determining the manpower requirements for the FORSIZE scenario includes not only the application of wartime manpower standards for those functions that have them, but also the review of agreements with the host countries, the review of the Air Force War and Mobilization Plan, Volume I (WMP-1) functional guidance, and the

coordination with other services (Army, Navy, and Marine Corps) to determine their plans for operations at a particular base and if those plans affect the manpower requirements. The final product will be a TPFDL that contains the total manpower requirements for each employment base in the theater of operation. The TPFDL will also show whether the manpower requirements are filled from in-place resources, host-nation forces, or deployed from a CONUS supporting command, or if there is no known source for the requirement.

While the determination of manpower requirements at bare bases and collocated operating bases is the responsibility of the supported command's Director of Manpower and Organization, in reality it is usually done initially by the various MAJCOM functional OPRs. The manpower planner then validates the functional OPR's work and resolves any differences with them. However, regardless of who actually does the work, it is important to remember the responsibility for accuracy rests with the Director of Manpower and Organization in the supported command.

Section 3

FORSIZE IN THE SUPPORTING COMMANDS

While the supported commands' primary responsibility in FORSIZE is determining the total overseas manpower requirements for the DG scenario and whether or not those requirements can be filled by in-theater resources, the supporting commands' primary responsibility is in analyzing their resources to determine if they can fill the supported commands' requirements. The annual FORSIZE guidance issued by HQ USAF/XOX prioritizes the utilization of manpower. Based on this priority, the supporting commands must determine how much manpower can be used to deploy in support of the supported commands and how much is available to support their war sustaining requirements in the CONUS. The CONUS supporting commands must also determine the total manpower requirement necessary to perform the sustaining functions in the CONUS. This is accomplished by doing a base level assessment (BLA) of each base in their command to determine the manpower necessary for the bases to perform the essential sustaining functions. (2:14-15:3:44)

The BLA for CONUS commands is accomplished in basically the same manner as the supported commands determine the requirements at the overseas bases. First, the wartime mission of the base must be determined, then the manpower to

accomplish this mission must be calculated. Calculation of manpower requirements is accomplished by applying wartime manpower standards (when they exist) and/or utilizing other management engineering techniques to determine the requirement. Once the requirement is determined, it is documented, along with the manpower required to deploy in support of the supported commands, in the CMDS. Appendix 2 discusses the documentation procedures. (2:14-15)

Depending on the priority of manpower utilization, the supporting commands determine the availability of their manpower resources for deployment to the overseas theaters of operation and update the WMP-3 to show this availability. If a supporting command cannot fill all the manpower requirements requested by a supported command then those that are unfilled are documented as shortfalls. If the supporting command has more manpower resources than are required to fill deployment requirements and CONUS sustaining requirements, then those excess manpower authorizations are documented in the CMDS as available during wartime. In other words, they are excess to requirements and as such, are candidates for civilianization and/or contracting out. (3:43)

Section 4

WARTIME MANPOWER REQUIREMENTS (MANREQ) EXERCISE

The MANREQ exercise is a continuation of the FORSIZE. During the FORSIZE the wartime manpower requirements are determined. The MANREQ exercise compares these requirements to the manpower resources currently authorized in the Air Force, both the active and reserve components. The end result is a listing of the shortages and overages, by Air Force Specialty Code (AFSC), and the documentation of these requirements in the Manpower Data Systems, both at major command and HQ USAF level. (2:20)

The wartime manpower requirements are documented in the Manpower Data Systems by use of a manpower type MNT code, a five character code designating:

- a. Whether each requirement is funded
(matched by an authorization) or unfunded.
- b. The type of manpower requirement
 - (1) Inter theater deployable
 - (2) Intra theater deployable

(3) In-place

c. Whether the requirement is a wartime only requirement, a wartime and peacetime requirement, or a peacetime only authorization that does not have a wartime requirement. (2:19)

The coding of the wartime manpower requirements is done by both the supporting and supported command manpower functions. The data derived from the coding is used as the basis for each Air Force unit's wartime unit manpower document; to form the baseline for measuring and reporting unit combat readiness under the Status of Resource and Training System (SORTS); to aid in making decisions relating to manpower resource distribution, manpower mix (i.e., military, civilian, contract or host nation support), military component mix (active, Guard, or Reserve), war plan tasking, and funding for additional manpower resources. (See Appendix 2 for MNT codes). (2:19)

Section 5

INDIVIDUAL MOBILIZATION AUGMENTEES (IMAs)

One of the most important uses of the data derived from the FORSIZE and MANREQ exercises is the determination of IMA authorizations for the Air Force. IMAs are Air Force Reserve members authorized and assigned to active Air Force units for the purpose of alleviating wartime manpower shortfalls. They are military manpower requirements identified by specific skills to meet wartime or contingency requirements.(1:3-1)

Requirements for IMAs are determined based on the outcome of the MANREQ exercise. If a specific AFSC is included in the shortage listing as a result of the MANREQ, then, in an effort to alleviate the shortage, IMAs may be authorized. Conversely, if an IMA is authorized in an AFSC that is included in the overage listing, that IMA authorization must be deleted.(1:3-2) Specific guidance for the management of the IMA authorizations is included in AFR 26-1, Volume II.

Section 6

SUMMARY

The FORSIZE is the determination of the manpower requirements necessary to execute the Defense Guidance worst-case wartime scenario. Both supporting and supported command manpower planners play a very important role in the process.

The MANREQ exercise compares the requirements determined in the FORSIZE to the authorized manpower resources. The data derived is used by units, MAJCOMs, and HQ USAF to aid in resource allocation and mix decision making. MANREQ and FORSIZE data is used to determine the numbers of Individual Mobilization Augmentees that may be authorized in an effort to alleviate a shortage in a specific skill.

Chapter Four

EXERCISE MANPOWER PLANNING

Section 1

INTRODUCTION

The role of the Manpower Management function in exercises, both local and deployment, is primarily one of requirements determination. During local exercises the Manpower Management function is afforded an opportunity to refine and validate the requirements for augmentees needed from the Resource Augmentation Duty (READY) program as prescribed by AFR 35-45. Deployment exercises provide an opportunity for refinement of unit type code manpower requirements. In addition to these manpower determinate functions, Manpower Management personnel at all levels provide advice and guidance relative to manpower resource utilization to commanders as members of the battle staff support teams during exercises. (3:369)

Section 2

LOCAL EXERCISES

Local exercises provide commanders a means of practicing the wartime roles of their units/bases, whether it be an in-place or deployment mission. During these exercises it is necessary to realign manpower resources (personnel) from less critical functions such as accounting and finance, personnel, MWR, et al, to more critical functions such as civil engineering, security police, command post operations, et al, in order to effectively accomplish time sensitive tasks. (5:1)

The READY program is a Personnel program designed to facilitate the realignment by identifying and training people in less critical functions to perform, during wartime or emergencies, more critical tasks. However, before people can be identified and trained, the requirements for augmentation

of critical functions must be quantified and a source of augmentation must be determined. This is the responsibility of the base management engineering (manpower) team (MET). METs should evaluate the requirements for manpower in all base functions during wartime and emergency operations. Once this evaluation is done the MET should make recommendations to the READY Review Board on the requirements for augmentees and the availability of manpower resources to fill the requirements. (The READY Review Board, usually chaired by the senior commander on base or his designated representative, is responsible for supervising the READY program. The base MET serves as a technical representative to the Board on manpower requirements matters.) Once these requirements are initially identified, future exercises should be used to continuously evaluate and refine them. (5:3)

In addition to determining READY augmentee requirements, the MET also serves as an advisor to the base/wing battle staff on the effective utilization and availability of manpower during exercises and actual wartime/contingency operations. At major command level, Manpower Management personnel serve as members of the battle staff support function and are responsible for providing manpower resource information and advice to the commander and other functional areas during wartime and contingency operations, as well as during exercises.

Section 3

DEPLOYMENT EXERCISES

Deployment exercises provide units with a wartime deployable mission the opportunity to actually deploy from their home base to their assigned wartime operational base and to practice their wartime mission from that base. The Manpower Management function plays a very important role in the success of these exercises.

The exact responsibilities of the Manpower Management function relative to deployment exercises vary between major commands. The Manpower Management personnel are generally responsible for the determination of the manpower necessary to accomplish the objectives of the exercise and for developing the Deployment Manning Document (DMD) using the COMPES. The DMD is the instrument that provides the personnel community the information necessary (i.e., AFSCs, grades, and quantities of personnel required) for the development of the deployment orders. It also provides the transportation planners the information necessary for scheduling airlift to deploy the participants from their home station to the exercise location.

The determination of the manpower required for deployment exercises is normally accomplished in the same manner as is the determination of manpower required for operations plans (use of UTCs, reference chapter 2). Some major commands have elected to perform this function at the command headquarters, while others have delegated it to the bases actually participating in the exercise.

The actual operations during exercises provide an excellent opportunity for the Manpower Management function to evaluate the manpower requirements as listed in the various UTCs and also to gather data and information useful for development of wartime manpower standards. For these reasons Manpower Management personnel should strive to accompany deploying units during exercises.

Section 4

SUMMARY

The determination of exercise manpower requirements, whether local or deployment, is the responsibility of the Manpower Management function. Exercises provide an excellent opportunity for evaluation and refinement of READY augmentees and UTC manpower requirements. They also provide an opportunity to gather data useful in developing wartime manpower standards.

Chapter Five

AUTOMATED DATA SYSTEMS SUPPORT

Section 1

INTRODUCTION

Manpower war planning requires the management of a tremendous amount of data. As an example, the manpower detail for OPlan 4102 contains the necessary data, i.e., AFSCs and grades, for over 300,000 manpower requirements at over 150 separate locations. In addition, these requirements are sourced (filled) from almost all of the MAJCOMs (supporting commands) in the Air Force. In order to manually develop, document, and communicate this information in a timely manner would be physically impossible within the time frames allowed by the Joint Chiefs of Staff. (6:--)

Standardized JCS and Air Force automated data systems have been developed to facilitate the data management and to provide analysis tools to the war planners. Two primary systems are utilized by the Air Force's wartime manpower planners. They are the Joint Operation Planning System (JOPS III) and the Contingency Operation/Mobility Planning and Execution System (COMPES). This chapter provides an overview of these two systems and delineates the responsibilities of the Manpower Management function toward them.

Section 2

JOINT OPERATIONS PLANNING SYSTEM (JOPS III)

JOPS III is a standardized JCS automated system that supports operation planning. The system contains functional programs and data files that aid in developing and analyzing OPlans. It provides a common data source to use at all planning levels. Specifically, JOPS III provides automated assistance to develop time-phased force and deployment data, estimate the time-phased transportation requirements for the OPlans, and to review and update the OPlans. (4:10)

The Air Force wartime manpower planner uses JOPS III products to aid in the development and analysis of the manpower requirements for OPlans. The system has the capability to produce various analytical products such as a by-base, by-UTC (function) listing of the manpower requirements contained in the TPFDD. This provides the wartime manpower planner a fast method of extracting data for determination of adequacy/accuracy of the stated manpower requirements. In addition to the analytical products JOPS III provides, the manpower planner also use JOPS III products as the baseline for developing Deployment Manning Documents. (4:10)

JOPS III also contains two modules, Civil Engineering Support Plan Generator (CESPG) and the Medical Planning Module, that compute functional manpower requirements for OPlans. The manpower planner should be familiar with the operation and functions of these modules, as their use greatly reduces the amount of work required to determine manpower requirements. (4:10)

Section 3

CONTINGENCY OPERATION/MOBILITY PLANNING AND EXECUTION SYSTEM (COMPES)

While JOPS III is a joint system, COMPES is an Air Force unique system that provides capabilities not afforded by JOPS III. COMPES uses JOPS III time-phased force and deployment data as the baseline and further defines the detail and tailors it to meet the specific needs of any given wartime or exercise task. When a command is tasked to provide support for an OPlan, the supported command communicates the request to the supporting commands and further communication with the bases must follow to insure unit mobility planning is accomplished. COMPES is the standard Air Force system designed to provide the communication. (4:3-5)

COMPES is composed of five separate modules, three at major command level and two at base level. The three modules at major command level are OPSMOD, LOGMOD-M, and MANPER-M. OPSMOD interfaces with the JOPS III system by relaying data in and out of the COMPES. LOGMOD-M, the MAJCOM logistics module, and MANPER-M, the MAJCOM module for manpower and personnel, pass detailed logistics and manpower and personnel information to HQ USAF and to the base level modules of COMPES. At base level, the two modules, MANPER-B and LOGMOD-B, provide and maintain contingency and mobility planning and execution data and capabilities. Wartime

manpower planners at MAJCOM and base level use the MANPER-M and MANPER-B modules of COMPES to aid in accomplishing their duties relative to wartime and exercise planning. (4:3-5)

The MANPER-M module is composed of the following subsystems

a. Manpower Force Packaging (MANFOR) Subsystem. The MANFOR subsystem is used for development and maintenance of the mission capability (MISCAP) statements and the manpower requirements detail for the unit type codes. It communicates with other MAJCOMs and with the base level MANPER-B module for the purpose of passing UTC data. (4:12)

b. Deployment Manning Document (DMD) Plan Generation Subsystem. This subsystem builds DMDs using the UTC manpower detail contained in the MANFOR subsystem. It also provides a means for tailoring the UTC detail to meet specific OPlan requirements. In addition, it communicates the DMDs to the base level personnel offices for the purpose of deploying personnel in support of OPlan implementation or for exercises. (4:12)

c. Manpower Requirements (MANREQ) Subsystem. This subsystem provides a means to analyze OPlans to determine manpower availability to support the OPlan. It also is used during the FORSIZE and MANREQ exercises to interface with the Command Manpower Data System (CMDS) to provide an automated means of updating the manpower type codes in CMDS. (4:13)

d. Personnel Status Monitoring Subsystem. Used by the personnel planners for reviewing and monitoring personnel resource status. Manpower planners are normally not involved in the operation of this subsystem.

Manpower planners at MAJCOM level should be thoroughly familiar with the operation of the MANPER-M module of COMPES. Specific COMPES MANPER-M operation procedures are contained in AFR 28-626, Functional User Support Manual for the Contingency Operation/Mobility Planning and Execution System (COMPES) MAJCOM Level Manpower/Personnel (MANPER) Module, Users Manual.

The MANPER-B module provides the base level manpower planner the automated capability for developing and maintaining UTC package manpower requirements and for development of DMDs. It interfaces with the MANPER-M module at MAJCOM level. AFR 28-130 contains specific procedures for operation of the MANPER-B module.

Section 4

SUMMARY

The determination, documentation, and management of manpower requirements for OPlans and exercises involves a very large amount of data. Two automated data systems are available to assist the wartime manpower planner in accomplishing the workload, JOPS III and COMPES. It is imperative that wartime manpower planners at both MAJCOM and base level be proficient in the use of the systems that are available to them.

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Appendix 1

WARTIME MANPOWER PLANNING TASK/REGULATION MATRIX

REG	/TASK*	UTC MGT	DEL PLN	CRISIS PLN	FORSIZE	MANREQ	EXER
AFR 28-3		X	X	X	X		
AFR 26-1 Vol 4		X	X		X	X	
AFR 28-130		X	X	X			X.
AFR 28-626		X	X	X	X		X.
WMP-1			X	X	X	X	
WMP-3			X	X	X		X.
AFR 35-45					X	X	X.
AFR 26-749					X	X	
JCSP 6 VOL 2			X	X	X		X.

*UTC MGT = Unit Type Code Management

DEL PLN = Deliberate Planning

CRISIS PLN = Crisis Planning

FORSIZE = Support Force Sizing Exercise

MANREQ = Wartime Manpower Planning Exercise

EXER = Exercise Planning

X under task means the regulation or directive listed in left column is required or helpful in accomplishing that task.

Appendix 2

WARTIME MANPOWER CODING IN MANPOWER DATA SYSTEMS

Wartime manpower requirements must be coded in the Manpower Data Systems as outlined below.

a. Where to code

(1) Funded requirements are coded in the unit (parent MAJCOM/SOA) tasked to provide the resource. (2:20)

(2) Unfunded requirements (first position MNE P) are coded in the function and unit (parent MAJCOM/ SOA) tasked to provide the resource as if it were funded. For example, USAFE augmentation requirements stated in the appropriate force sizing PPlan, time-phased force and deployment (TPFDD) and tasked to a TAC unit with matching manpower resources would be coded as deployable requirements in the tasked TAC unit. Similarly, unfunded wartime manpower requirements will be coded in the unit tasked by the MAJCOM/SOA to provide the manpower resource. (2:20)

b. What to code

(1) Every manpower authorization record must be coded to indicate whether the authorization is required in wartime in that unit or another unit or whether it is "wartime available." (2:20)

(2) Deployment and in-place unit wartime requirements which exceed unit authorizations must be coded as wartime required but not authorized. (2:20)

c. When to code

(1) Coding of inter-theater deployment requirements should be accomplished by MAJCOMs and SOAs as soon as an PPlan in the FORSIZ scenario has been sourced and is available to the MAJCOM. (2:20)

(2) Associated CONUS in-place or inter-theater deployable war sustaining requirements can be coded as soon as they are determined. (2:20)

The following table explains the different codes that may be used when coding wartime manpower requirements and resources in the manpower type code positions in the Manpower Data Systems.

Position	1	2	3	4	5
Codes					X = Appropriated D = Not Appropriated Deutschland
					X = In-Service C = Contract
					X = Full-time P = Part-time I = Intermittent
					X = Wartime & Peacetime In-place W = Wartime Deployable Inter-theater & Peacetime In-Place L = Wartime Deployable Intra-theater and Peacetime In-Place *I = Wartime Only-In-Place *D = Wartime Only-Deployable Inter-theater *T = Wartime Only-Deployable Intra-theater P = Wartime Available-Peacetime In-Place N = Not Yet Determined
					X = Authorized & Required R = Required Only
* Do not use with X as 1st digit in file part A of CMDS					
Source: AFR 26-1, Volume 4, Table 7-1					

Table A2-1 - Manpower Type Codes

The following coding decision logic table should be used to determine the correct place to apply manpower type (MNT) codes to a manpower requirement or resource that is necessary for CONUS sustaining in-place or overseas in-place.

RULE	IF WARTIME WORKLOAD	THEN CODE MANPOWER REQUIREMENTS
1	exists at a unit and is available in same unit	in that unit.
2	exists at a unit and authorization is not available in same unit but available from another unit on base.	In unit that is providing augmentation and ensure local war support plans reflect the augmentation requirement
3	exists at a unit on Base "A" and authorization is not within command authorizations nor is the requirement tasked to another command.	in unit where wartime workload exists.
4	exists at a unit on Base "A" and requirement is tasked to another command.	in command tasked.

Source: AFR 26-1, Volume 4, Table 7-3

Table A2-2 - Where To Code In-Place Requirements

The following decision logic table should be used to determine where to apply the manpower type code to a requirement that has an inter or intra-theater deployment tasking.

RULE	IF UTC TASKING	THEN CODE MANPOWER REQUIREMENTS
1	was sourced completely	in unit or units where authorizations exist.
2	only partially sourced and unit or units have been tasked to provide support.	in unit or units that have been tasked to provide support
3	was not sourced to any unit in the Air Force	in the Manpower Data System (MDS) at HQ USAF

Source: AFR 26-1, Volume 4, Table 7-2

Table A2-3 - Where To Code Deployable Requirements

Appendix 3

UNIT TYPE CODE SERIES

Series	Unit Type
1S---	Air Defense
3A---	Tactical Support
3B---	Bombardment
3C---	Airborne Command, Control and Communications
3D---	Tactical Electronic Warfare Intell
3E---	Fighter Interceptor
3F---	Tactical Fighter Squadron
3M---	Aeromedical Evacuation
3N---	Tactical Airlift
3P---	Tactical Reconnaissance
3S---	Special Operations
3T---	Air Rescue and Recovery
3W---	Weather
3Y---	Air Refueling
4F---	Engineering and Services
6Z---	Information Systems
7E---	Airlift Control
7F---	Tactical Air Control Systems
9A---	Headquarters
CZ---	Command
FF---	Medical
HF---	Maintenance
HH---	Munitions
JF---	Supply
LW---	Postal
GF---	Security
RF---	Personnel, MWR
TF---	Training
UF---	Transportation
XF---	Combat Support
XR---	Rescue Support
XW---	Weather

This appendix is taken from AFR 28-3, page 42, edited by Major Littleton.

Appendix 4

ABBREVIATIONS

ADP	Automated Data Processing
AFSC	Air Force Specialty Code
ATE	Appendix Tab Enclosure
AUTODIN	Automatic Digital Network
BLMPS	Base Level Military Personnel System
CBPO	Consolidated Base Personnel Office
CESPG	Civil Engineering Support Generator
CMDS	Command Manpower Data System
COMPES	Contingency Operation/Mobility Planning and Execution System
CONPLAN	Operation plan in concept format
DMD	Deployment Manning Document
DT	Deployment Transaction
FAC	Functional Account Code
FORSIZE	Support Force Sizing Exercise
FRG	Force Requirement Generator
GEOLOC	Geographic Location Code
HAF	Headquarters Air Force
HAFMDS	Headquarters Air Force Manpower Data System
IMO	Installation Mobility Officer
JDA	Joint Deployment Agency
JDS	Joint Deployment System
JOPS	Joint Operation Planning System
JOPS III	Joint Operation Planning System Automated Support Systems
JSCP	Joint Strategic Capabilities Plan
LOGDET	Logistics Detail
LOGFAC	Logistics Feasibility Capability
LOGFOR	Logistics Force Packaging System
LOGMOD	Logistics Module
LOGMOD-B	Logistics Module - Base Level
LOGMOD M	Logistics Module - MAJCOM Level
MAJCOM	Major Command
MANFOR	Manpower Force Packaging System
MANPER	Manpower and Personnel Module
MANPER B	Manpower and Personnel Module - Base Level

This appendix is taken from Air Force Regulation 26-1, Vol 4, pages 32-33; Air Force Regulation 28-3, pages 451-454; and Air Force Regulation 28-6, page 26, edited by Major Littleton.

MANPER-M	Manpower and Personnel Module - MAJCOM Level
MANREQ	Wartime Manpower Requirements Exercise
MEFPAK	Manpower and Equipment Force Packaging
MET	Management Engineering Team
MFE	Manpower Force Element
MFEL	Manpower Force Element Listing
MISCAP	Mission Capability
MNT	Manpower Type Code
OJCS	Organization of the Joint Chiefs of Staff
OPLAN	Operation Plan
OPR	Office of Primary Responsibility
OPSMOD	Operation Planning Module
RDD	Required Delivery Date
RPLAN	Requirements Plan
SBSS	Standard Base Supply System
SOA	Separate Operating Agency
TOA	Transportation Operating Agency
TPFDD	Time-Phased Force and Deployment Data
UTC	Unit Type Code
WAAR	Wartime Aircraft Activity Report
WIN	Worldwide Military Command and Control System Network
WMP	War and Mobilization Plan
WWMCCS	Worldwide Military Command and Control System

Appendix 5

TERMS EXPLAINED

The following definitions of terms will assist the manpower war planner in the understanding of the language used in the operations planning business.

Augmentation Forces - Forces to be transferred to the operational command of a supported commander during the execution of an operation.

Bare Base - A base having a runway, taxiways, and parking areas that are adequate for the deployed force and possessing an adequate source of water that can be made potable.

Base Level Military Personnel System (BLMPS) - A standard computer supported personnel management process designed to improve the accuracy, responsiveness, and usefulness of personnel data and maximize use of electronic equipment to conduct base military personnel functions.

Base Manpower Data System (BMDS) - A system designed to provide base level managers a single automated source from which to obtain accurate and current manpower authorization files.

Collocated Operating Base (COB) - A base not used by US forces during peacetime but shared with allied forces in wartime.

Combat Forces - Those forces whose primary missions are to participate in combat. These forces consist of flying forces such as those contained in the USAF War and Mobilization Plan, Volume 3, Part 1, which normally operate in a hostile environment and are subject to hostile fire.

Command Manpower Data System (CMDS) - An automated data system designed to provide Major Command and Separate Operating Agency Directors of Manpower and Organization a responsive data system with which to manage and control their manpower resources and to identify and record their manpower requirements.

This appendix was taken from Air Force Regulation 26-1, Vol 4, pages 34-37 and Air Force Regulation 28-1, pages 455-458, edited by Major Littleton.

Contingency Operation/Mobility Planning and Execution System (COMPES) - An automated system that helps the Air Force to plan for war and contingencies, to match and track requirements, people and materiel in a time-sensitive manner. It standardizes and automates the procedures used by the Air Force at major command and base level to select, deploy, and monitor contingency forces. As a result COMPES aids the completion of the wartime mission of every Air Force unit, be it active, guard, or reserve. Consists of three MAJCOM modules (OPSMOD, LOGMOD-M, MANPER-M) and two base level modules (LOGMOD-B and MANPER-B).

Deliberate Planning - Operation planning as a result of the Joint Strategic Capabilities Plan or other tasking directives.

Deployment Manning Document - A document developed by the MANPER-M module of COMPES that lists the manpower requirements and unit tasking for a specific exercise, contingency or operation plan, or operation order. The DMD's line items are identified by a DMD line number that consists of an appendix-tab and enclosure (ATE) and a 4 digit line number. The purpose of the DMD is to identify the manpower required to provide, support, and sustain a given capability, usually at a deployed location.

Execution Planning - The phase of the Crisis Action System planning in which an approved operation plan or other National Command Authority designated course of action is adjusted, refined, and translated into an operation order. Execution planning can proceed on the basis of prior deliberate planning, or it can take place under a no-plan situation.

Five Year Defense Program (FYDP) - The official program that summarizes the Secretary of Defense approved plans and programs for the Department of Defense.

Force List - The total list of forces required by an operation plan, including assigned forces, augmentation forces, and other forces to be employed in support of the plan.

Force Module - A grouping of combat and combat support forces and sustainment for 30 days linked together or uniquely identified so they may be extracted from or adjusted as an entity in the time phased force and deployment data file to enhance flexibility and usefulness of the operation plan during a crisis.

Force Requirement Number (FRN) - The alphanumeric code used to uniquely identify force entries in a given operation

plan's time phased force and deployment data.

Force Shortfall - A deficiency in the number or types of units available for planning within the time required for performing an assigned task. Force shortfalls normally cannot appear in operations plan time phased force and deployment lists but can occur in the Support Force Sizing Exercise (FORSIZE).

Force Sizing Program Plan (FPlan) - A document of all Air Force wartime manpower requirements and resources for the Five Year Defense Plan. The FPlan supports the program decision package development, justification, and evaluation. A major purpose of the FPlan is documentation of manpower shortfalls over the FYDP.

Full Mobilization Authority for the expansion of the active Armed Forces resulting from action by Congress and the President to mobilize all Reserve Component units in the existing approved force structure, all individual mobilization augmentees, and the personnel and material resource needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security.

In-Place Forces - Military and civilian personnel assigned in-theater who are required for employment at their assigned duty location. This includes both combat and support forces.

Joint Deployment Agency (JDA) - Supports the Joint Chiefs of Staff (JCS) and supported commanders in planning and executing deployments. As directed by the JCS, the JDA is responsible for coordination of deployment planning and execution and will act as the focal point for deployment associated decision making. During peacetime deliberate planning, the JDA will interact with the Joint Deployment Community (JDC) and coordinate deployment activities relating to the development, refinement, and maintenance of operation plans, deployment exercises, and establishment of necessary interfaces and procedures in wartime.

Joint Deployment System (JDS) - A system that consists of personnel, procedures, directives, communications systems, and electronic data processing systems to directly support time-sensitive planning and execution and to complement peacetime deliberate planning.

Joint Operation Planning System (JOPS) - The Department of Defense-directed, Joint Chiefs of Staff-specified system to implement the joint planning process. It establishes the system to be used in both deliberate and time-sensitive planning of joint operations and, to the extent possible, in

combined operations. It is oriented toward the solution of the complex strategic mobility problems associated with force deployment and support.

Major Command (MAJCOM) - A major subdivision of the Air Force; for operational purposes it normally consists of two or more air forces.

Man-Hour Availability Factor (MAF) - The average number of man-hours per month that an assigned individual is available to perform primary duties. Required man-hours are divided by the MAF to determine the manpower requirements.

Manpower Allocation - Manpower allocations are manpower resources that have been allocated to a specific major command.

Manpower and Equipment Force Packaging System (MEFPAK) - An automated data system designed to support contingency and general war planning with predefined and standardized manpower and equipment force packages. (See Chapter 1 for complete description).

Manpower Authorization - A manpower allocation that has been expanded to include all the necessary attributes (reference manpower detail and Command Manpower Data System (CMDS)) and assigned to a specific Air Force unit.

Manpower Detail - The attributes of a manpower authorization or requirement record. For example: AFSC, grade, quantity, etc.

Manpower Force Packaging System (MANFOR) - A system that provides the most current data source for identifying the manpower requirements in operation plan force lists. Manpower portion of MEFPAK.

Manpower Force Element (MFE) - A distinctive grouping of manpower requirements structured to provide a specific capability.

Manpower Force Element Listing (MFEL) - A listing that provides manpower detail (function, grade, AFSC, and SEI) required to provide the capability defined for a unit type code (UTC) package.

Manpower Management - The means of manpower control to ensure the most efficient and economical use of available manpower.

Manpower Requirements - Human resources needed to accomplish specified workload of organizations.

Manpower Planning Exercise (MANREQ) - The MANREQ exercise is

a continuation of the FORSIZE and compares the manpower requirements versus the manpower assets.

Manpower Resources - Human resources available to the Services that can be applied against the manpower requirements.

Manpower Type Code (MNT) - A code that identifies and records all Air Force manpower requirements in the Command Manpower Data System (CMD5). (See appendix 2 for further discussion.)

Mission Capability Statement (MISCAP) - Describes significant employment information about the unit type code (UTC). Contains a brief explanation of the mission capabilities, type of bases to which the UTC can be deployed, major functional areas included in the force element, and a description of the significant workload considerations used to determine the use of the UTC.

Mobilization Day (M-Day) - The day on which mobilization commences or is due to commence. For planning purposes, M-Day is considered to be a specific date which ends at 2400Z.

National Command Authorities (NCA) - The President and Secretary of Defense or their duly deputized alternates or successors. Commonly referred to as NCA.

Notional Tasking - A procedure to facilitate planning among all the services, commands, and agencies whereby operation plan forces are expressed as standard type units as described in the type unit data files disseminated by the Organization of the Joint Chiefs of Staff. No specific units are identified. Type units are designated during operation plan development by force requirement number (FRN), unit type code (UTC), and geographic location code (GEOLOC) to satisfy force requirements of a time-phased force and deployment data file. The Joint Operation Planning System reporting system unit identification element is the primary means for accomplishing notional tasking.

Operation Plan (OPlan) - A plan for a single or series of connected operations to be carried out simultaneously or in succession. It is usually based upon stated assumptions and is the form of directive employed by higher authority to permit subordinate commanders to prepare supporting plans and orders. The designation "plan" is usually used instead of "order" in preparing for operations well in advance. An operation plan may be put into effect at a prescribed time, or on signal, and then becomes an operation order.

Operation Order (OpOrd) - A directive issued by a commander to subordinate commanders for the purpose of affecting the

coordinated execution of an operation.

Requirements Plan (RPlan) - Documents that identify maximum demand manpower requirements through a simulated execution of a family of operation plans representing the Defense Guidance as defined in the USAF Support Force Sizing Exercise (FORSIZE) to identify current manpower imbalances in support force structures.

Subordinate Commander - A commander under the operational command of either a supported or supporting commander, normally a service component commander or the commander of a subordinate unified command or subordinate joint task force.

Supported Commander - A commander having primary responsibility for all aspects of a task assigned in the Joint Strategic Capabilities Plan or otherwise assigned; the commander who originates operation plans in response to requirements of the Joint Chiefs of Staff.

Supported Command - A command receiving and exercising operational command over contingency forces. Also known as attached command.

Supporting Commander - A commander who provides augmentation forces or other support to a supported commander or develops a supporting plan. Includes the transportation operating agencies (TOA), as applicable.

Supporting Command - A command deploying forces to a supported command in a contingency operation. Also known as assigned command.

Sourcing - The supporting command act of assigning responsibility to a specific unit for providing a manpower force package that a supported command tasked the supporting command to provide.

Support Forces - Nonflying forces such as those contained in the USAF War and Mobilization Plan, Volume 3, Part 2, which normally operate in a combat area and must maintain a deployment capability.

Tasking - The supported command act of assigning responsibility for providing a manpower force package to a supporting command.

Times

a. **C-Day** - The unnamed day on which movement from origin in a deployment operation in support of a crisis commences or is to commence. The deployment may be movement

of troops, cargo, weapon systems, or a combination of these elements utilizing all types of transportation. All prior movement required for C-Day preparatory actions or pre-positioning of deployment support are expressed relative to this day as negative days. For execution, the actual day is established under the authority and direction of the Secretary of Defense.

b. **D-Day** - The unnamed day on which a particular operation commences or is to commence.

c. **H-Hour** - The specific hour on D-Day at which a particular operation commences.

d. **M-Day** - The term used to designate the day on which mobilization commences or is to commence.

e. **L-Hour** - The specific hour on C-Day at which a deployment operation commences or is to commence.

Type Unit - A type of organizational entity established within the Armed Forces and uniquely identified by a five-character, alphanumeric code called a unit type code (UTC).

Unit Identification Code (UIC) - A six-character alphanumeric code that uniquely identifies each Active, Reserve, and National Guard unit of the Armed Forces.

Unit Type Code - A five-character alphanumeric code that uniquely identifies each type unit of the Armed Forces.

Wartime Mission - A wartime tasking directed upon an organization or element of organization through an operation plan or in support of an operation plan.

Wartime Unit Manpower Document (WUMD) - A product derived from the command manpower data system using wartime manpower type codes. It shows the manpower required to carry out the unit's wartime mission in support of the USAF Support Force Sizing Exercise (Defense Guidance) scenario. This statement can and will be modified with execution of any other scenario.

Appendix 6

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